

TESTIMONY OF CHARLES C. MADDUX  
INTERIM INSPECTOR GENERAL, BEFORE THE D.C. COUNCIL  
COMMITTEE ON GOVERNMENT OPERATIONS -  
PERFORMANCE AND PRODUCTIVITY STANDARDS

MAY 19, 1999

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CHAIRPERSON PATTERSON AND MEMBERS OF THE COMMITTEE:

I APPRECIATE THE OPPORTUNITY TO APPEAR BEFORE THIS OVERSIGHT  
COMMITTEE AND TO ADD MY TESTIMONY TO THAT OF THE  
DISTINGUISHED WITNESSES WHO HAVE BEEN INVITED TO SPEAK HERE  
TODAY. I BELIEVE THAT SESSIONS LIKE THIS CAN PROVIDE A VALUABLE  
FORUM FOR THE EXCHANGE OF INFORMATION BENEFICIAL NOT ONLY TO  
GOVERNING BODIES SUCH AS THIS COMMITTEE BUT TO MY OFFICE AS  
WELL.

STANDARDS OF PERFORMANCE

YOU HAVE ADVISED ME THAT THE PURPOSE OF THIS MEETING, IN PART,  
IS TO EXAMINE THE STANDARDS OF PERFORMANCE USED TO MEASURE  
AN INSPECTOR GENERAL'S OFFICE, THE INDIVIDUALS WHO WORK FOR  
THE OFFICE, AND THE FINAL PRODUCT OF THAT OFFICE.

BEFORE ADDRESSING STANDARDS, EVALUATIONS, AND OVERSIGHT, I  
BELIEVE THAT IT IS NECESSARY FIRST TO EXAMINE THE SPECIFIC GOALS  
AND OBJECTIVES TO WHICH STANDARDS OF MEASURE ARE APPLIED. THIS

IS ESPECIALLY IMPORTANT WHEN ATTEMPTING TO COMPARE OFFICES OF INSPECTORS GENERAL IN DIFFERENT STATES AND LEVELS OF GOVERNMENT, WHERE PURPOSE, MISSION, AND PRODUCT VARY SO WIDELY THAT IT IS DIFFICULT TO DRAW VALID COMPARISONS.

THE MISSION STATEMENT OF THE DISTRICT'S INSPECTOR GENERAL (IG) IS NOT ONLY BROAD BUT MORE IMPORTANTLY MANDATED BY STATUTE. UNLIKE MANY OTHER STATE AND CITY IG OFFICES, THE AUDIT RESPONSIBILITIES OF OUR OFFICE ARE FORMIDABLE, RESEMBLING MORE THOSE OF THE FEDERAL SYSTEM. THE D.C. CODE, SECTION 1-1182.8, WHICH DESCRIBES OUR RESPONSIBILITIES, REQUIRES THAT WE CONDUCT INDEPENDENT FISCAL AND MANAGEMENT AUDITS OF DISTRICT GOVERNMENT OPERATIONS, ACT AS LIAISON REPRESENTATIVE FOR ALL EXTERNAL AUDITS OF THE GOVERNMENT, CONDUCT AN ANNUAL OPERATIONAL AUDIT OF ALL PROCUREMENT ACTIVITIES, AND PROCURE A CONTRACT FOR THE AUDIT OF THE COMPLETE FINANCIAL STATEMENT AND REPORT OF ACTIVITIES FOR THE FISCAL YEAR. AS IS THE CASE WITH MOST OTHER IG'S OFFICES, WE ALSO HAVE A MANDATE TO CONDUCT INVESTIGATIONS TO DETECT WASTE, FRAUD, AND ABUSE IN GOVERNMENT PROGRAMS AND MANAGEMENT BASED ON AUDIT RESULTS, COMPLAINTS FROM CITIZENS, AND REFERRALS FROM OTHER AGENCIES.

AS YOU KNOW, OUR OFFICE HAS TAKEN THE INITIATIVE TO PROPOSE TO THIS COMMITTEE SEVERAL CHANGES TO OUR STATUTE THAT WOULD FURTHER EXPAND OUR OBJECTIVES AND REFINE OUR AUTHORITY TO ACCOMPLISH THEM. WE HAVE PROPOSED LANGUAGE THAT MAKES IT CLEAR THAT OUR MISSION GOES BEYOND THE DETECTION OF CORRUPTION, MISMANAGEMENT, WASTE, FRAUD, AND ABUSE—IT REQUIRES ALSO THAT WE PROVIDE LEADERSHIP AND COORDINATION AND RECOMMEND POLICIES DESIGNED TO PROMOTE ECONOMY, EFFICIENCY, AND EFFECTIVENESS THROUGHOUT THE GOVERNMENT.

ONE OF THE REASONS WHY WE WELCOME THIS FORUM TODAY IS THAT THE MEMBERS OF THE IG COMMUNITY HAVE FOR YEARS STRUGGLED TO DEVELOP METHODS OF INSURING THAT THEY ARE THEMSELVES OPERATING IN AN EFFICIENT, EFFECTIVE, AND PRODUCTIVE MANNER IN ACHIEVING THEIR GOALS. FOR THIS REASON, WE HAVE ADOPTED SEVERAL DIFFERENT METHODS OF MONITORING AND EVALUATING OUR EMPLOYEES AND OUR PRODUCT TO ENSURE THAT THE OBJECTIVES OF OUR MISSION ARE BEING MET. I WILL PROVIDE BRIEF DESCRIPTIONS.

PERHAPS THE MOST COMMON MEASURE OF INSTITUTIONAL EFFORTS TO ACHIEVE GOALS IS THE "BOTTOM LINE"—THE ANNUAL STATISTICS THAT CAPTURE NUMBERS IN VARIOUS PERFORMANCE CATEGORIES LINKED TO MISSION COMPONENTS. EXAMPLES OF THESE CATEGORIES AS THEY

APPLY TO OUR OFFICE ARE THE NUMBER OF AUDITS AND INVESTIGATIONS OPENED AND CLOSED, COMPLAINTS RECEIVED, AND SAVINGS CLAIMED. STATISTICAL PERFORMANCE AND PRODUCTIVITY STANDARDS ARE ESPECIALLY HELPFUL IN MEASURING AUDIT ACTIVITY AND THE ASSOCIATED DOLLAR SAVINGS FOR AUDIT REPORTS ISSUED. FOR EXAMPLE, FOR FISCAL YEARS 1998 AND 1999 WE ISSUED 38 REPORTS WITH POTENTIAL DOLLAR SAVINGS OF \$25.4 MILLION. THESE SAVINGS MAY THEN BE COMPARED TO PERSONNEL COSTS OF \$1.5 MILLION ASSOCIATED WITH THE AUDITS, RESULTING IN A RETURN OF 16 DOLLARS FOR EACH DOLLAR INVESTED.

DURING PREVIOUS APPEARANCES BEFORE THIS COMMITTEE, ESPECIALLY IN CONJUNCTION WITH BUDGET MATTERS, MY PREDECESSOR AND I HAVE BROUGHT OUR STATISTICS TO YOUR ATTENTION. FOR THIS REASON, I WILL NOT BURDEN YOU TODAY WITH ADDITIONAL DETAILS OF OUR DOUBLE- AND TRIPLE-DIGIT ANNUAL GAINS IN IMPORTANT CATEGORIES, SUCH AS ONGOING AUDITS, INVESTIGATIONS OPENED AND CLOSED, HOTLINE INQUIRIES, AND SAVINGS DUE TO AUDITS. HOWEVER, SINCE THESE DETAILS ARE IMPORTANT, I HAVE ATTACHED TO THIS STATEMENT A CHART SETTING FORTH STATISTICAL PERFORMANCE MEASURES IN TERMS OF ACTUAL NUMBERS AND PERCENTAGES FOR FISCAL YEARS 1997 THROUGH 1999, AS WELL AS PROJECTIONS FOR FISCAL YEAR 2000.

ANOTHER METHOD USED TO ACCOUNT FOR PERFORMANCE AND PRODUCTIVITY IS OUR WRITTEN REPORT OF ACTIVITIES. FEDERAL IG OFFICES ARE REQUIRED BY STATUTE TO SUBMIT WRITTEN REPORTS OF THEIR ACTIVITIES TO CONGRESS. DURING THE STEWARDSHIP OF E. BARRETT PRETTYMAN, JR., OUR OFFICE VOLUNTARILY ISSUED TWO SUCH REPORTS. THE CONTENTS OF THESE REPORTS GO WELL BEYOND STATISTICS AND INCLUDE A DETAILED DESCRIPTION OF THE ORGANIZATION, PERSONNEL, MAJOR CASES, EXPENDITURES, AND VIRTUALLY ALL OTHER ACTIVITIES OF OUR OFFICE. THESE REPORTS WERE SENT TO THE MAYOR, THE CITY COUNCIL, THE AUTHORITY, CONGRESS, AND THE MEDIA. IN FACT, THESE REPORTS, AS WELL AS PRESS RELEASES AND OTHER SIGNIFICANT INFORMATION ABOUT OUR OFFICE AND PERSONNEL, ARE AVAILABLE TO THE PUBLIC ON OUR WEBSITE, [WWW.DCIG.ORG](http://WWW.DCIG.ORG).

THESE REPORTS GRAPHICALLY REVEAL EVERY ASPECT OF OUR OPERATIONS EXCEPT FOR PENDING INVESTIGATIONS AND OTHER SENSITIVE INFORMATION. WE ARE CONVINCED THAT PUBLIC ACCESS TO THIS MATERIAL NOT ONLY MAKES US ACCOUNTABLE TO THE PUBLIC BUT ALSO SERVES TO INFORM AND EDUCATE OTHER DISTRICT COMPONENTS. FOR THIS REASON, OUR RECENTLY SUBMITTED PROPOSED

LEGISLATION WOULD MAKE THESE REPORTS MANDATORY RATHER THAN DISCRETIONARY IN THE FUTURE.

BECAUSE OUR OFFICE HAS EXPERIENCED MUCH-NEEDED GROWTH DURING THE LAST EIGHTEEN MONTHS, WE NOW LOOK FORWARD TO INCREASING OUR CAPACITY TO DEVELOP THE SAME STANDARDS OF QUALITY ASSURANCE COMMON IN THE FEDERAL SYSTEM. IN THAT REGARD, WE ARE IN THE PROCESS OF IMPLEMENTING A RECOMMENDATION TRACKING SYSTEM THAT WILL ASSIST US IN FOLLOWING UP ON SIGNIFICANT AUDIT FINDINGS AND RECOMMENDATIONS. THESE "OUTCOME MEASURES" INCLUDE A REVIEW OF THE STATUS OF ACTIONS BY MANAGEMENT ON SIGNIFICANT FINDINGS AND RECOMMENDATIONS FROM PRIOR AUDITS TO ENSURE THAT CORRECTIVE ACTIONS HAVE BEEN IMPLEMENTED.

THIS AUDIT PROGRAM WILL BE COMPLEMENTED ON THE INVESTIGATIVE SIDE BY OUR NEW INSPECTIONS AND EVALUATION UNIT, THE PURPOSE OF WHICH IS TO ASSESS THE EFFICIENCY AND EFFECTIVENESS OF THE DISTRICT'S PROGRAMS IN CONJUNCTION WITH THE MAYOR'S MANAGEMENT PERFORMANCE REVIEW.

I INTEND TO BEGIN ISSUING THREE NEW REPORTS DURING OR AFTER THE CONDUCT OF AN INVESTIGATION, AUDIT, OR INSPECTION. THESE

REPORTS WILL BE ENTITLED THE MANAGEMENT ALERT REPORT (MAR), THE MANAGEMENT IMPLICATION REPORT (MIR), AND THE FRAUD ALERT REPORT (FAR). A MAR IS A REPORT THAT WILL BE ISSUED TO THE HEAD OF AN AGENCY FOR THE PURPOSE OF IDENTIFYING SYSTEMIC PROBLEMS THAT SHOULD AND COULD BE ADDRESSED DURING THE AUDIT, INVESTIGATION, OR INSPECTION PROCESS. A MIR IS A REPORT THAT WOULD BE ISSUED AT THE COMPLETION OF THE AUDIT, INVESTIGATION OR INSPECTION. THIS REPORT WOULD BE DISTRIBUTED AGENCYWIDE-- WITHOUT IDENTIFYING THE AGENCY WHICH HAD THE INITIAL PROBLEM -- IN ORDER TO ALERT ALL AGENCY HEADS OF POTENTIAL PROBLEMS WHICH MAY OR MAY NOT BE OCCURRING IN THEIR PARTICULAR AGENCIES. A FAR IS A REPORT IDENTIFYING A FRAUDULENT SCHEME OR SCHEMES DISCOVERED MOST COMMONLY AS A RESULT OF A CRIMINAL INVESTIGATION. THIS REPORT WILL ALSO BE ISSUED TO ALL AGENCY HEADS ALERTING THEM TO BE ON THE LOOKOUT FOR SIMILAR SCHEMES WITHIN THEIR OWN AGENCIES, AGAIN WITHOUT IDENTIFYING THE SUBJECT AGENCY.

COPIES OF THE MIR AND FAR WILL BE PROVIDED TO THE MAYOR, THE AUTHORITY AND THE COUNCIL. THESE REPORTS WILL BE ISSUED ON BRIGHT EASILY IDENTIFIABLE OFFICE OF INSPECTOR GENERAL LETTERHEAD IN ORDER TO DISTINGUISH THEM FROM ROUTINE MEMORANDA.

ALTHOUGH WE ARE NOT REQUIRED TO DO SO, WE HAVE ALWAYS ADHERED TO THE QUALITY STANDARDS FOR INVESTIGATIONS AND MANAGEMENT ADOPTED BY THE PRESIDENT'S COUNCIL ON INTEGRITY AND EFFICIENCY (PCIE). IN FACT, MUCH OF OUR RECENTLY PROPOSED LEGISLATION WAS SUBMITTED TO ENABLE US MORE CLOSELY TO CONFORM TO THE PCIE STANDARDS, ESPECIALLY THOSE INVOLVING MAINTAINING INDEPENDENCE, REPORTING, AND COORDINATING.

FINALLY, IN ORDER TO IMPLEMENT MORE FULLY THE "QUALITY ASSURANCE" STANDARD OF THE PCIE, I INTEND DURING MY TENURE AS IG TO CREATE AN INTERNAL INSPECTION FUNCTION TO APPRAISE OBJECTIVELY THE FUNCTIONS AND PRODUCT OF OUR OWN OFFICE. THIS FUNCTION WILL BE ASSIGNED TO OUR NEWLY-CREATED INSPECTIONS AND EVALUATION UNIT—WE PLAN TO HOLD OURSELVES TO THE SAME HIGH STANDARD THAT WILL BE IMPOSED ON EVERY OTHER OFFICE AND AGENCY IN THE DISTRICT.

#### HIRING POLICY FOR AUDITORS AND INVESTIGATORS

OUR HIRING POLICY IS PATTERNED AFTER THE PCIE QUALITY STANDARDS FOR ASSURING STAFF QUALIFICATIONS. ACCORDINGLY, OUR STANDARDS FOR KNOWLEDGE, SKILLS, AND EXPERIENCE ARE



DEMANDING. WE ADVERTISE FOR POSITIONS THROUGH THE MEDIA, THE INTERNET, AND THROUGH CONTACTS AMONG OTHER AGENCIES AND PROFESSIONAL ASSOCIATIONS. EVEN ENTRY LEVEL POSITIONS REQUIRE A MINIMUM OF A COLLEGE DEGREE.

MOST OF OUR STAFF OF 19 AUDITORS HAVE EXTENSIVE PREVIOUS EXPERIENCE WITH OTHER FEDERAL, STATE, AND D.C. AGENCIES AND FEDERAL IG OFFICES. MOST HAVE ONE OR MORE CERTIFICATIONS AS ACCOUNTANTS, FRAUD EXAMINERS, GOVERNMENT FINANCIAL MANAGERS, OR INFORMATION SYSTEMS AUDITORS. GOVERNMENT AUDITING STANDARDS REQUIRE EACH AUDITOR RESPONSIBLE FOR PLANNING, DIRECTING, CONDUCTING OR REPORTING ON AUDITS TO COMPLETE, EVERY TWO YEARS, AT LEAST 80 HOURS OF CONTINUING EDUCATION. ACCORDINGLY, WE STRESS AND SUPPORT CONTINUING EDUCATION FOR OUR AUDIT STAFF. WE ALSO ENCOURAGE THEM TO DEVELOP RELATIONSHIPS WITH PROFESSIONAL ORGANIZATIONS SUCH AS THE ASSOCIATION OF GOVERNMENT ACCOUNTANTS AND THE INSTITUTE OF INTERNAL AUDITORS.

OUR RECRUITING OF INVESTIGATORS IS TAILORED TO INVESTIGATIVE NEEDS, SUCH AS HEALTH CARE FRAUD SPECIALISTS OR MANAGEMENT ANALYSTS. WE SEEK A MIX OF PROMISING YOUNG INVESTIGATORS AND HIGHLY SEASONED PERSONNEL FROM OTHER GOVERNMENT AGENCIES.

SUCH AS THE DRUG ENFORCEMENT ADMINISTRATION, THE FEDERAL BUREAU OF INVESTIGATION, THE CENTRAL INTELLIGENCE AGENCY, THE TREASURY DEPARTMENT, AND MANY OTHERS. OUR APPLICANTS ARE SUBJECTED TO A SERIES OF INTERVIEWS CONCERNING NOT ONLY THEIR KNOWLEDGE AND COMPETENCE BUT ALSO THEIR REPUTATION FOR INTEGRITY. IN THAT REGARD, BACKGROUND CHECKS ARE CONDUCTED ON ALL APPLICANTS TO ENSURE THAT THEIR INTEGRITY, HONESTY, AND RELIABILITY ARE BEYOND REPROACH. I AM ALSO IN THE PROCESS OF ESTABLISHING A DRUG TESTING PROGRAM FOR ALL OF OUR EMPLOYEES IN CONJUNCTION WITH THE DISTRICT OF COLUMBIA METROPOLITAN POLICE DEPARTMENT (MPD).

ALL ENTRY-LEVEL INVESTIGATORS ARE REQUIRED TO ATTEND AN EIGHT-WEEK BASIC COURSE AT THE FEDERAL LAW ENFORCEMENT TRAINING CENTER IN GLYNCO, GEORGIA. INVESTIGATORS REGULARLY RECEIVE PROFESSIONAL IN-SERVICE TRAINING IN SPECIFIC AREAS, SUCH AS INTERVIEWING TECHNIQUES, FRAUD AND PROCUREMENT INVESTIGATIONS, MONEY LAUNDERING, AND EVIDENCE COLLECTION. INVESTIGATORS WHO ARE AUTHORIZED TO CARRY WEAPONS MUST QUALIFY FOUR TIMES EACH YEAR, TWICE WITH THE FBI AND TWICE WITH THE MPD. THEY ALSO RECEIVE TRAINING—BOTH JUDGMENTAL AND LEGAL—REGARDING OUR OFFICE POLICY FOR THE USE OF DEADLY FORCE.

FINALLY, WE ENCOURAGE PROMOTIONS FROM WITHIN OUR ORGANIZATION BY ADVERTISING JOB SPECIFICATIONS AND ALLOWING OPEN COMPETITION FOR HIGHER LEVEL POSITIONS.

#### STANDARDS OF IN-HOUSE REVIEW

WE BELIEVE THAT OUR INTERNAL QUALITY CONTROL SYSTEM REGARDING OUR AUDIT WORK PROVIDES REASONABLE ASSURANCE THAT GOVERNMENT AUDIT STANDARDS ARE BEING FOLLOWED. AN AUDIT REPORT IS DEVELOPED THROUGH AN EVOLUTIONARY PROCESS THAT PRODUCES DETAILED SUPPORTING WORK PAPERS, ANALYSES, SUMMARIES, FINDINGS, AND A DRAFT REPORT. VALIDATION AND CROSS-REFERENCING OF DOCUMENTS AT EACH STEP IS PERFORMED AND REVIEWED AT THE LEVEL OF LEAD AUDITOR OR AUDITOR IN CHARGE TO ENSURE THAT THE AUDITOR'S POSITION IS SUPPORTED. PERIODIC GENERAL REVIEW WILL BE PERFORMED BY THE DIVISION DIRECTOR AND FOCUSES ON WHETHER ALL SUBORDINATES ARE CARRYING OUT THEIR RESPONSIBILITIES.

THE REFERENCING PROCEDURE IS A FINAL IN-HOUSE REVIEW TO ENSURE THAT THE CONTENTS OF A REPORT ARE FACTUALLY ACCURATE AND ADEQUATELY SUPPORTED IN TERMS OF SUFFICIENCY, COMPETENCY, AND

RELEVANCY OF EVIDENTIARY MATERIAL. (REFERENCING DIFFERS FROM CROSS-REFERENCING, WHICH PRODUCES A REPORT INDEXING WORK PAPERS TO OTHER WORK PAPERS TO SHOW THEIR RELATIONSHIP.) A PERFORMANCE APPRAISAL IS PROVIDED TO EACH AUDITOR UPON COMPLETION OF THE FINAL REPORT.

THE IN-HOUSE REVIEW PROCESS FOR INVESTIGATIVE REPORTS STARTS WITH THE DECISION BY THE DEPUTY IG AND THE ASSISTANT IG FOR INVESTIGATIONS TO INITIATE AN INVESTIGATION INTO THE FACTS OF AN ALLEGATION. WITHIN FIVE WORKDAYS AFTER A CASE IS INITIATED, THE ASSIGNED INVESTIGATOR IS REQUIRED TO PREPARE AN INVESTIGATIVE WORK PLAN, WHICH IS THEN REVIEWED BY THE DIRECTOR OF THE SPECIFIC UNIT CONDUCTING THE INVESTIGATION FOR ADEQUACY AND PRACTICALITY. THE PLAN IS FORWARDED TO THE DIRECTOR'S SUPERVISOR FOR ISSUES OF LEGAL OR OPERATIONAL CONCERN. AT ALL TIMES DURING THE INVESTIGATION, THE IN-HOUSE REVIEW PROCESS IS A COLLABORATIVE EFFORT OF THE INVESTIGATOR, UNIT DIRECTOR, AND UPPER LEVELS OF MANAGEMENT.

THE DIRECTOR OF EACH INVESTIGATIVE UNIT IS REQUIRED TO CONDUCT FILE REVIEWS WITH EACH INVESTIGATOR IN THAT UNIT EVERY SIXTY DAYS TO DETERMINE THE STATUS OF THE REPORT OR OTHER TYPE OF FINAL COMMUNICATION THAT WILL BE PREPARED IN THE CASE.

DEPENDING ON THE NATURE OF THE OUTCOME OF AN INQUIRY, COMPLETED INVESTIGATIONS MAY BE CLOSED BY REPORTS WHICH SET FORTH FINDINGS TO OTHER AGENCIES, OR BY MEMORANDA OR LETTERS OF CLOSURE. REGARDLESS OF TYPE, CLOSURE COMMUNICATIONS ARE ROUTINELY REVIEWED AT SEVERAL LEVELS. FIRST, THE INVESTIGATOR IS HELD STRICTLY RESPONSIBLE FOR PREPARING A DRAFT REPORT SUPPORTED BY APPROPRIATE DOCUMENTATION. THIS COMMUNICATION MUST BE REVIEWED BY THE DIRECTOR OF THE UNIT FOR COMPLIANCE WITH OIG QUALITY STANDARDS, WHICH, AS NOTED PREVIOUSLY, ARE BASED ON PCIE STANDARDS FOR INVESTIGATIONS. THEREAFTER, EACH REPORT IS REVIEWED BY THE ASSISTANT INSPECTOR GENERAL FOR INVESTIGATIONS, AND BY THE DEPUTY IG BEFORE IT CAN BE SENT TO THE IG FOR FINAL REVIEW AND APPROVAL.

DURING THIS STATEMENT, I HAVE SUMMARIZED THE PROCESSES YOU HAVE ASKED ABOUT AND, BECAUSE OF TIME CONSTRAINTS, I HAVE SPARED YOU A DESCRIPTION OF MUCH OF THE DETAIL CONCERNING WHAT GOES INTO OUR WORK. HOWEVER, I HOPE THAT MY OVERVIEW IS USEFUL TO THE NEEDS OF THIS HEARING, AND I WELCOME YOUR QUESTIONS AND OBSERVATIONS AT THIS TIME.

## Office of the Inspector General

## Performance Analysis

Performance measures in terms of percentages that reflect actual growth and projections for FY 1999 and 2000 for the Office of the Inspector General.

Performance Measures	1997 Actual	1998 Actual	FY 1999	FY 2000
OIG's fiscal and management audit reports of District programs and operations	24	23 (4%)	25 9%	28 12%
External Audits (Contractors)	63	61 (3%)	65 7%	67 3%
Ongoing Audits	9	13 44%	15 15%	19 27%
Investigations Open	136	321 136%	340 6%	370 9%
Investigations Closed	143	186 30%	215 16%	265 23%
Inquiries received on OIG Hotline	*25	146 **192%	164 12%	220 24%
Savings due to audits (millions)	\$5.0	\$12.4 148%	\$30 142%	\$35 17%

\* Note compilation records of the Hotline began six months into FY 1997.

\*\* Note: Percentage adjusted to reflect six months actual figures for FY 1997.